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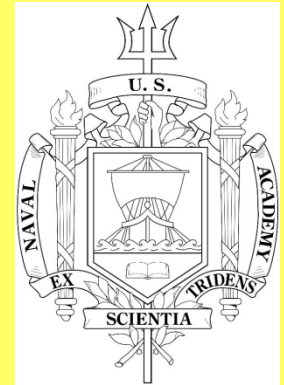
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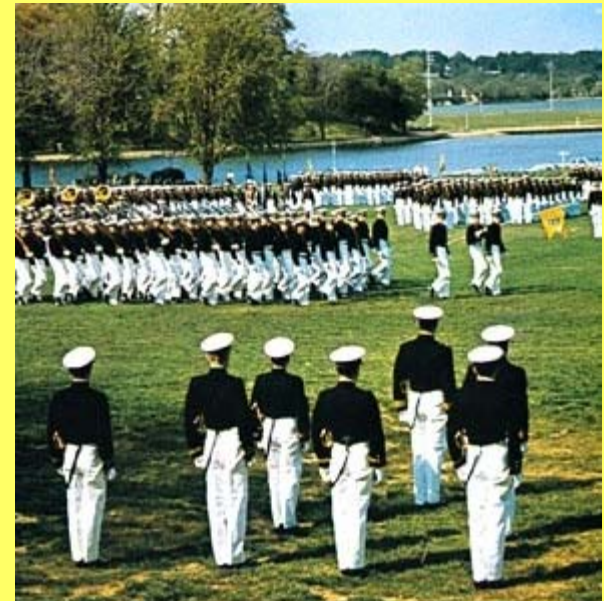


Ranking Objectively

CDR Dave Spoerl
US Naval Academy
MORSS June 2008

Agenda

- Background
- Motivation
- Board Procedures
- An objective approach
- Conclusions



Background

- Air replacement squadron Department Heads ranking 110 LTs
- Reserve Squadron deciding how to select officers for unit
- How can this be done objectively
 - Reducing the subjective nature of humans

Motivation

- Army LtCol needed to rank Navy Officers for Fitreps
- USNA Superintendent decision to rank officers across the yard
- USNA striper boards compare midshipmen across the brigade

Brigade striper Boards

- Three times a year
 - Fall and Spring Semester
 - Plebe Summer
- Members of the Board
 - Deputy Commandant is the President of the board, but non-voting member
 - Six Battalion Officers (Captain and Commanders)
 - Senior Enlisted (E-8)
 - Brigade Commander (Senior)



Prior to the Board

- Company Level review
 - Senior Midshipmen and Company Senior Enlisted
- Battalion Level Review
 - Majority done by Company Officers with little oversight
 - Some Battalion Officers conduct board, while some monitor
- Battalion Officer
 - Forward top 5 plus extra

The Board

- Prior to the Board
 - Midshipmen Performance Record
 - Aptitude
 - Ranking by Company Officer, Upper class and Peer
 - Conduct
 - Honor
 - Sports
 - Extracurricular Activities
 - Summer Training
 - Academic Summary
 - Military Grades
 - Conduct
 - Physical Education
 - Aptitude

Performance Record

MIDSHIPMEN PERFORMANCE RECORD 28-FEB-2008

ALPHA NAME [REDACTED] CO BOB PRIOR SERVICE

PARENT/GUARDIAN NAME/ADDRESS [REDACTED] SERVICE SELECTION

4/C 3/C 2/C 1/C
FALL SPRING FALL SPRING FALL SPRING FALL SPRING

APTITUDE FOR COMMISSION
GRADE-> A A A A A

APTITUDE RANKING
CO-> 01/40 02/40 03/40 01/40 02/35
OFFER-> 01/40 01/40 01/40 01/40 04/35
PREF-> 01/40 01/40 01/40 01/40 06/35
OVERALL 01/40 01/40 01/40 01/40 02/35

CONDUCT
DEND-> 000 015 000 000 000
GRADE-> A A A A A

MAJOR CONDUCT OFFENSE (S)

MINOR OFFENSE (S)

STRIFERS

CO BOB 1281895

INTRAMURAL/VARSITY SPORTS
(F) SQUASH SQUASH SOCCER (6/10/06)
(M) SQUASH SQUASH INTRAMURAL ULTIMAT
(S) SQUASH SQUASH INTRAMURAL/ECA 2ND

ECAs
R-AN ARMY R-AN ARMY R-AN ARMY
NEW'S GLEE CLUB NEW'S GLEE CLUB *T NAVIGATORS
NAVIGATORS NAVIGATORS

SENIOR TRAINING (ACTIVITY NAME/CRUISE BLOCK)
3/C 2/C 1/C
SENIOR BOHMAN/1 SOVRAMID/1A
SURFACE CRUISE-PACIFIC/2
TP CRUISE/3

Academic Record

Co: 21 Class: 09

Name: [REDACTED] Home Of Record: [REDACTED]
Social Security: [REDACTED] State: [REDACTED]
Status: ACTIVE Former Alpha:
Date of Birth: [REDACTED] Former Military:
Upward Mobility Code: [REDACTED] Gain Code: Civil Lib, No Prior Service
Gender: [REDACTED] AIS Ethnic Code:
High SAT V: [REDACTED] Proj Grad Date: 25-MAY-2009
High SAT M: [REDACTED] Service Assign:
Advisor: [REDACTED] Major: HISTORY

Spring 2008 Grades

Course	Section	6 Wks	12 Wks	16 Wks	Final Grade
EE302	6513	C			
EE306	4003	B			
FA302	5001	C			
FP310	3001	C			
HC355	1011	B			
HC366A	2001	A			
PE302	0442				

Ac Yr	Sem	SQPR	Proj CQPR	CQPR
2008	SPRING	2.63		3.13

QPRs and Standings

Ac Yr	Sem	Class	SQPR	CQPR	Sem Mil QPR	Cum Mil Class	Cum Mil QPR	Class Size	OOM	AOM	NOM	Status
2009	FALL	1/C										
2008	SPRING	2/C	2.63		3.00	3.65						
2008	FALL	2/C	3.00	3.24	3.85	3.69	1076	310	370			60 DANTS LIST
2007	SPRING	3/C	3.24	3.29	3.36	3.64	1112	297	352			60 DANTS LIST
2007	FALL	3/C	3.81	3.31	3.87	3.72	1131	290	324			50 SUPPS LIST DANTS LIST
2006	SPRING	4/C	3.81	3.19	3.80	3.63	1162	324	416			79 SUPPS LIST DANTS LIST
2006	FALL	4/C	2.63	2.63	3.81	3.81	1173	693	738			44
2006	SUMMER	4/C	00	00	00	00						

Military Grades

Military Grades/Status

Ac Yr	Sem	Conduct	PI	Aptitude	Academic Status
2008	FALL	A	B	A	
2007	SPRING	A	B	A	
2007	FALL	A	B	A	
2006	SPRING	A	B	A	
2006	FALL	A	B	A	

How do the board members use record information

- Comments
 - Scan 1-2 minutes prior to the interview
 - Review and take notes for interview
 - Valuable to assess overall potential
 - Varsity Athlete Timing
 - Academically challenged/Academic Year Loading
 - Explain aptitude rankings, conduct and honor issues

Interview Process

- 10 minutes
 - Introduction
 - Posture, military bearing, self-confidence
 - 3-4 questions
 - Closing remarks
- Tally Sheet
 - Self grading, no criteria
 - Top 10 based on score

Tally Sheet

BRIDGE STATES MEMBERS CHIEFS BOARD TALLY SHEET For 3, 5, 7, 17, and 19 March 2019										
NAME	CO	EQS	APPEARANCE/ POISE	LEADERSHIP	COMMAND PRESENCE	COMMUNICATION SKILLS	QUESTIONS	FORMATION	AVERAGE	COMMENTS
PROBT	01	4.00								
BEVELL	02	3.80								
WILKS	03	3.87								
ELSTON	03	3.88								
WODDS	04	3.38								
PEARSON	05	3.37								
WILSON	08	3.52								
KNOLL	09	3.18								
THREAT	09	3.82								
BARBER	10	3.46								
BAITA	10	2.91								
WARR	10	2.97								
STANUM	10	2.58								
BERNICE	11	2.65								
WINDAL	11	3.37								

Typical Questions

Brigade Striper Board Questions

1. What is the difference between being Brigade Commander and a squad leader?
2. Past or present, who most closely fits your idea of the perfect leader and why (leadership traits)?
3. Cynicism. Why is it here?
4. Why is color competition important to the Brigade of Midshipmen?
5. Many strengths got you here to the Striper board. List two of your weaknesses; how will you work on them to improve your overall leadership?
6. How do you expect to hold underclass to standards for accountability?
7. Tell the board how you plan to foster peer accountability.
- 8a. (Male candidate) What are the device measurements for female SDBs?
- 8b. (Female candidate) What are the device measurements for male SDBs?
9. Is it more important for midshipmen to hold each other accountable or for officers and staff to hold midshipmen accountable? Why?
10. What personal traits make you more qualified than your classmates to be a striper?

Slating



- Independent rankings of each individuals Top 10 compiled by Brigade Aptitude Officer
- Slating board uses the integrated list to slate top midshipmen leadership positions.
- Considerations beyond midshipman attributes and interview
 - Demographics of the brigade
 - Fair split between regiments/battalions

The Result

- **COMDTMIDN NOTICE 5320**
- **Subj: BRIGADE ORGANIZATION FIRST SEMESTER, ACADEMIC YEAR 2009**
- 1. Purpose. To provide the names of Midshipmen selected for
- brigade striper billets for first semester, Academic Year 2009
- and publish procedures for submission of complete striper
- organizations. Instructions regarding the operation and
- administration of the Brigade Organization are contained in
- reference (a).
- 2. Information. The Brigade Striper Board met in March 2008 and
- nominated Class of 2009 Midshipmen to fill brigade striper
- billets, and Class of 2010 Midshipmen to fill Brigade and
- Regimental Sergeant Major, Character and Training Sergeant
- billets for First Semester, Academic Year 2009.

Results

- Approved by Commandant
- Fall 2009 breakdown by demographics (Class of 2009)



	Brigade	Striper
Men	81%	68%
Women	19%	32%
Caucasian	83%	75%
African-American	5%	14%
Asian	6%	4%
Hispanic	5%	7%
Native American	1%	0%

Questionnaire for Decision makers

- Critical areas beyond midshipmen records (suggested areas recommended)
- Weight of each element of midshipmen records (aptitude, conduct, academics, ...)
- Weight other elements (demographics, appearance, interview, ...)
- Defined scoring system (1-5) for each critical area
 - What is a 1, 3 and 5?

Battalion Officer Comments

- Pro
 - Compares apples to apples
 - Currently difficult to compare midshipmen
 - Too many details on provided sheets, would like a ranked list
 - Interview would become more of a tiebreaker
- Against
 - Removes the art of the board
 - Not needed, current system works

Observations

- Board members do not observe all interviewees, but do accept the others opinions
- Board attitude changes over the course of the interviews
- Inconsistent in questioning.
- Too much time spent “attacking” midshipmen’s weak areas

Continued

- No time for feedback to interviewees on perceived weak areas.
- Poor start (poor appearance) ends interviewee opportunity

Comments

- Discussion with Board Members
 - Majority of Battalion Officers conduct meetings with company officers and battalion staff to seek solutions to concerns
 - No feedback to individual midshipmen on their interviews. Critical for officer development.
 - Interview is the vehicle for selection. Trust that each Battalion's candidates are equivalent.
 - Diversity should be considered at the Battalion level prior to forwarding to the board.
 - Diversity is a slating consideration
 - Critical to identify superstars within Battalion

Proposed Objective Approach

- Use Performance Record, Academic Summary and Military Grades to objectively rank interviewees
 - Knowledge of board members of midshipmen in their own battalion is limited and knowledge of midshipmen outside of their battalion is typically non-existent
 - Provide a starting point for members

An Objective Scoring System

- Provides an initial ranking for all midshipmen being considered
- Weighting scheme and scoring system agreed to by the decision makers (Battalion Officers and Deputy Commandant)
- Does not eliminate the subjective grading of the interview, but “levels the playing field” initially.

Objective Ranking Matrix

- Consolidate critical areas defined by decision makers (Deputy Commandant and Battalion Officers)
- Assign weight values to each critical area, based on relative importance as defined by decision makers
- Use interview scores to update rankings prior to slating board.

Categories Considered

- Academics – GPA and Order of Merit
- Military – Order of Merit, Aptitude, Conduct, Honor
- Leadership – number of opportunities
- Athletics – Varsity in season
- Physical Fitness – Readiness testing

Sample Scoring

- Military Order of Merit
 - 5 MOM < 200
 - 4 MOM < 400
 - 3 MOM < 600
 - 2 MOM < 800
 - 1 MOM < 1000
- Physical Fitness (PRT)
 - 5 straight A
 - 4 As and Bs
 - 3 Bs and Cs
 - 2 one failure
 - 1 more than 1 failure

Defined Scoring System for Interview areas

- Each of the Five areas of the Tally Sheet
 - Appearance/Poise
 - 5 perfect appearance (fresh haircut, shave, insignia correct) and exudes self-confidence (not arrogance)
 - 3 perfect appearance, but uncomfortable
 - 1 poor appearance and uncomfortable
 - Scoring for each area will be agreed to by the decision makers, though individual scoring may differ

Sample

Weighting Set at 1
for all categories

Gender	Ethnicity	Academic		Military		Athletics		Physical Fitness	ECAs	Conduct	Honor	Aptitude		Total	Billet
		GPA	OOM	MOM	Leadership Billets Held	Varsity	Other	PRT				Grade	Ranking		
	Weighting Factor	1	1	1	1	1	1	1	1	1	1	1	1		
M	A	4	5	5	5		5	4	5	5	5	5	5	58	Brigade Commander
F	C	3	4	5	5	5		4	5	5	5	5	5	56	2nd Reg. XO
F	C	5	5	5	5	5		4	3	5	5	5	4	56	1st Regimental Commander
F	C	5	5	4	5	5		4	5	5	5	4	3	55	Brigade Aptitude/Conduct
M	C	5	5	5	5		5	4	5	5	5	5	5	54	
F	AA	4	3	4	5	5		2	5	5	5	4	2	54	Brigade Safety Officer
M	C	5	5	5	5	5		5	5	5	5	5	4	54	1st Reg. Character Advisor
F	C	5	5	5	5	5		4		5	5	5	4	53	5th Battalion CDR
M	C	5	5	5	5		5	4	3	5	5	5	5	52	Brigade Character Advisor
M	C	5	5	5	5	5		3	5	5	5	5	4	52	
F	C	5	4	3	5		5	3	5	4	4	3	5	51	2nd Reg. Character Advisor
F	C	5	5	5	3	0	5	3		5	5	5	5	51	
M	C	5	5	4	5		5	4	5	5	5	5	3	51	Brigade Operations
M	C	3	4	4	5		5	4	5	5	5	5	5	50	1st Reg. Operations
F	C	4	4	5	0		5	4	4	5	5	5	4	50	
M	C	5	5	5	5		5	5		5	5	5	5	50	
M	C	5	5	5			5	5	5	5	5	5	5	50	Brigade Executive Officer
M	C	4	5	5	5		5	4	5	2	5	5	4	49	4th Battalion CDR

Diversity/Objective System

Co	Gender	Ethnicity	CQPR	OOM	MOM	Total	Billet
23	M	A	3.37	158	20	58	Brigade Commander
21	F	C	3.06	369	147	56	2nd Reg. XO
10	F	C	3.88	30	28	56	1st Regimental Commander
18	F	C	3.87	70	297	55	Brigade Aptitude/Conduct
13	M	C	3.89	17	13	54	
4	F	AA	3.32	409	371	54	Brigade Safety Officer
9	M	C	3.92	7	6	54	1st Reg. Character Advisor
23	F	C	3.83	41	16	53	5th Battalion CDR
15	M	C	4	3	44	52	Brigade Character Advisor
19	M	C	4	29	147	52	
27	F	C	3.64	253	566	51	2nd Reg. Character Advisor
1	F	C	4	10	80	51	
20	M	C	3.88	58	241	51	Brigade Operations
12	M	C	3.18	203	308	50	1st Reg. Operations
14	F	C	3.38	259	190	50	
11	M	C	3.97	1	2	50	
3	M	C	3.88	14	2	50	Brigade Executive Officer
16	M	C	3.48	183	65	49	4th Battalion CDR

Future Research

- If approved, apply concept for Spring 2009 Brigade Striper Board
- Modify concept for ranking officers at USNA

Conclusions

- An Objective ranking system levels the playing field.
- Current interview process could be improved
- Feedback of midshipmen areas of concern are being addressed.
- Midshipmen should be provided post-interview feedback.